iQ Student Accommodation

Student Operation & Management Plan

IQ WESTON PENDULUM

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1. About iQ Student Accommodation

iQ Student Accommodation ('iQ') has been part of the education eco-system since 2007 – creating the best home-from-home environment. iQ houses some 35,000 students in over 80 sites in 29 cities throughout the UK providing a quality home-from-home environment from which students can confidently make the most of the opportunities during their university years.

Importantly, iQ owns and operate all their assets. More than four-fifths of the portfolio is in towns and cities (like Manchester) that house prestigious Russell Group universities, and it has a development pipeline of more than 5,000 beds.

In Manchester, iQ currently operate over 4,800 beds across six different properties, with our Echo Street development (IQ Chandos House) to provide a further 1,224 beds when it opens in September 2026.

Chandos House (Echo Street) was designed to the highest specification and features a wide choice of bedrooms all with ensuite bathrooms. In keeping with iQ's commitment to make it as easy as possible for students to feel part of their new community, the property has multiple social spaces, including an exceptional lounge, relaxation spaces, , outdoor courtyard space including external cooking facilities, a fully equipped gym, gaming rooms and a creative studio. The development also includes a film lounge, private dining rooms, and a choice of quiet areas and study spaces.

Student wellbeing has become a high priority for both universities and student housing operators. iQ sees physical and mental health as needing to be nurtured and proactively looked after by creating the right living environment, so that they can be their best selves and make the most of their time at university. This includes continued investment in the design of buildings – from the use of natural light in study areas to creating the most inspiring social spaces, offering gym facilities, and running events that promote social connections and make it easier for students to settle into their university home and new community. Feeling safe at home is also vitally important, which is why they also provide staff and security teams in all buildings around the clock.

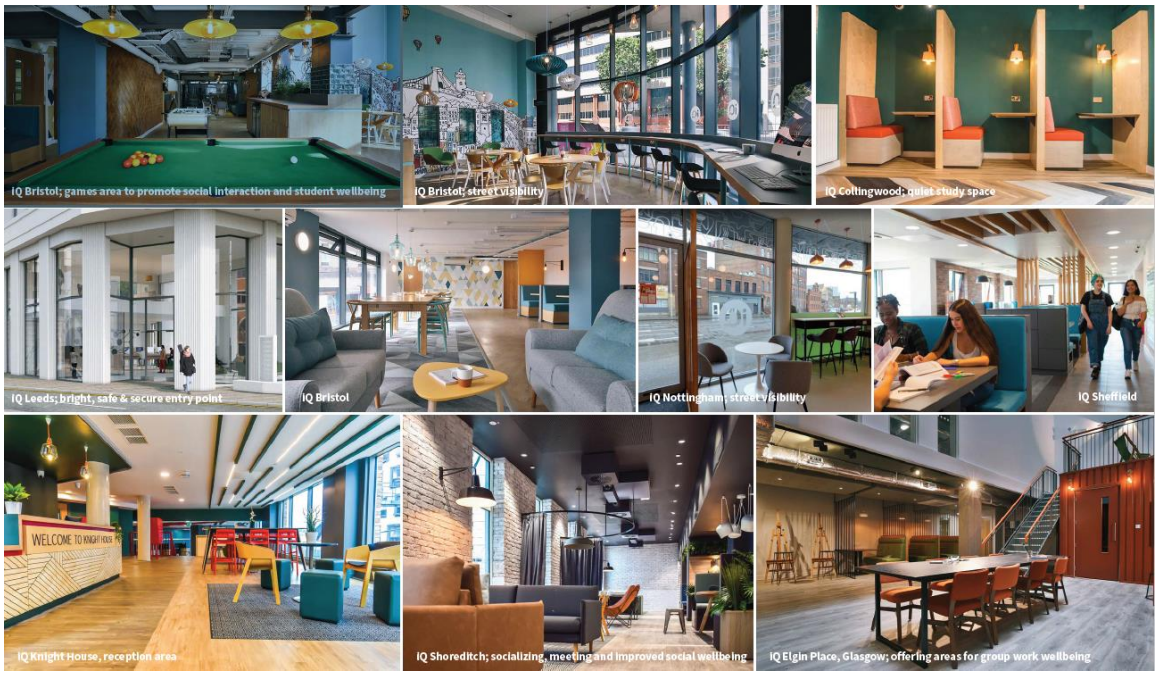
Supporting student wellbeing is a priority for iQ. To support the wellbeing of our students, our programme 'Feel Good' aims to put proactive measures in place to help students build relationships, feel better connected, and in turn help them get the most out of their time at university. We provide mental health training to our employees, work with university welfare teams and partner with experts so that we can signpost residents to the best place for them to get the support they need. Our partners include student mental health charity Student Minds, and SHOUT, the UK's first and only free, confidential, 24/7 text messaging service for those who need crisis support or are struggling to cope.

All site-based employees are trained in our operating procedures which details the steps for employees to take when providing mental health and wellbeing support to residents or managing incidents that have occurred which have a direct link to mental health and wellbeing. Mental Health Awareness training is mandatory for our Operations Managers, Assistant Managers, Maintenance Technician and Customer Service Advisors, with all Operations Managers and Assistant Managers required to complete full Mental Health First Aid training within three months of appointment.

Driving our programme of wellbeing events and shared interest social clubs is our Feel Good Forum – a group of passionate iQ employees who volunteer to create opportunities for students to connect and develop plans for iQ's resident Wellbeing Week which takes place aligned to University Mental Health Week each year. Our annual Feel Good Summit brings these iQers together to connect, build their skills and share ideas and best practices with each other. The complementary discussion events, iQ's Feel Good Series, feature experts and panellists specialised in helping our residents boost resilience and build their community.

At iQ we always want to improve what we do and therefore we run a continual programme of investment and refurbishment throughout our sites. We nurture our long-term relationships with universities who rely on us to provide high quality, well-located homes for their students, and have partnerships with over twenty leading institutions across the UK.

We are accredited by ANUK.



2. Introduction to IQ Weston Pendulum

The IQ Weston Pendulum project involves the demolition of an existing hotel and student accommodation building which is located on the corner of Charles Street and Sackville Street. The redevelopment works will take place in 2 phases, with Phase A consisting of partial demolition and making good to the existing structure, while constructing an additional 1,296 new Purpose-Built Student Accommodation ("PBSA") beds. Phase B will entail the demolition of the remainder of the retained building along with the construction of 1,215 new PBSA beds.

iQ briefed the design team to create design proposals that fully capitalise upon the development potential of the Weston Pendulum site; to deliver a newbuild PBSA development that encapsulates iQ's unique offer to the Manchester student residential market in terms of bedroom quality and variety, with the provision of high-quality amenity space, and that optimises the potential of the site in terms of density and height within the parameters set by Manchester City Council.

The Design Team have therefore undertaken a series of very positive pre-application discussions with Manchester City Council to explore parameters such as height, massing, density and room numbers relative to key planning requirements such as local environment, cycle parking, and other City design guidance.

3. Facilities

The students will benefit from multiple shared amenities including:

- Complete Wi-Fi access
- Informal and gaming areas
- Multiple dedicated study zones for individual and group study
- Outdoor landscaped courtyard

- Onsite Communal laundry facilities
- Bicycle storage
- A large and welcoming ground floor reception area, where iQ staff will be based
- On site management and security

4. Resident Experience

iQ believe that the right setting has a significant impact on how students experience university. Not just through the quality of rooms or the proximity to campus, but in the way students feel in their accommodation. iQ creates an environment where students are safe, can socialise and make friends, focus on study, exercise, cook, sleep well and have fun. This belief runs through the business, and we build the student experience around it. Student satisfaction is very important, and engagement with students takes place throughout the year to understand how they feel about their experience with iQ. This starts with a survey at six weeks from check-in that focuses on the critical period of settling into their new home.

iQ creates spaces that students want to spend time in, and that are operated sustainably with a strong focus on good design with a high premium on amenities that create vibrant hubs of student life. Both students and employees are encouraged to be environmentally responsible. Current initiatives are focused on reducing energy consumption and providing robust management information that contribute to reduced energy consumption and carbon footprint.

iQ have dedicated site teams across the UK, giving us an in depth localised understanding of our markets. All our front-line staff, with the exception of on-site security, are directly employed by iQ and we empower our teams to deliver excellent customer service locally – ensuring resolution is speedy.

The majority of customer service queries are dealt with in person on site, and our Operations Managers, who have the best site understanding, take responsibility for this.

We are one of the few student accommodation providers who have a resident maintenance technician at all sites, and we offer round the clock site-based security – which we know our residents value.

5. Lease terms

Residents are able to stay with iQ for either a 44-week - 51-week period, to suit their accommodation needs and course requirements. In both cases, the student and iQ will enter into iQ's standard Short Assured Tenancy agreement for student residents.

With residents who are the victim of extenuating circumstances and are not able to begin or to continue their stay, iQ will exercise its discretion to release the student resident from the terms of their AST. Examples of such circumstances include:

- did not obtain the grades that they needed to attend university;
- cease to be a full-time student at any time during the academic year; or
- serious illness of the resident or of a close relative.

The price points for the different types of accommodation within the scheme will appeal to a wide range of accommodation budgets. In addition, the all-inclusive bills make for straightforward budgeting and will allow residents of both elements to benefit from iQ's bulk discounts and deep supply chain. The iQ all-inclusive rent includes:

- Rental charge
- All utility bills
- Home contents insurance

- High speed broadband for multiple devices
- Free access to all amenities including, study spaces and games area
- Involvement in activities organised by the on-site team

iQ operates a clear approach to arrears management involving a payment follow up process that includes contacting both residents and guarantors if a payment has been missed.

If a resident is experiencing financial difficulties and is unable to pay a rent instalment, they would be encouraged to meet with the Operations Manager to discuss whether a payment plan can be agreed. A more formal escalation to a third-party arrears management company is also available if a customer should leave without making contact or rental payment.

6. Student Management Platform

iQ use a comprehensive student management software package, StarRez to manage core functions of the operational business. The software has two distinct parts; the customer portal and the back-office database function. The back-office side covers a large part of the operational management tasks of the building including; financial reporting, repairs and maintenance, rent accounts, inspections. It allows operational staff to email and text students easily and quickly and have access to personal contact details for each student. The front-end resident portal enables our customers to book rooms, pay rent, report a repair request, find about about their new flatmates, check parcel deliveries, conduct inventory checks and so on. This streamlines many processes, improves operational efficiency and provides excellent customer service.

We also have a resident app, which residents are invited to download when they move into their accommodation. Using the app, students can easily make rent payments, report any maintenance issues or ask a question easily and efficiently.

7. Services

iQ has a great reputation for creating communities within the sites we operate, including well attended social events that make it easy for our residents to socialise and make friends. Events can vary from themed movie nights, celebrations of different cultural events to mindfulness, yoga and wellbeing classes.

iQ works with Relate (a leading relationship charity) and Shout to improve the mental well-being of the students living within our buildings. Our social and wellbeing calendar runs throughout the year – with focussed events to support residents at different times in the year.

iQ will provide a planned series of communications that are sent out to bookers, helping them get ready for moving in and making the transition to life at university and possibly a new city.

iQ produce current and helpful local information for our residents that help them to navigate the local area, as well as local and iQ services. In the case of our student residents, this is in the form of a digital Resident Handbook.

We want our residents to be able to spend their time on the things that matter most – whether that be focusing on their studies, work or social lives and our technology platforms enable this.

8. Accessibility

iQ welcomes people with disability onto its premises and takes a proactive approach to providing access and making reasonable alterations to the sites under its control, so that people with disability can enjoy access to facilities, as far as is reasonable.

Where iQ is advised that a resident with enhanced needs will be living at a site, discussions will be held with the applicant to determine their individual needs to ensure that the site can be prepared to accommodate them and determine if any additional capital work is required.

9. Operational Management

The site is staffed around the clock, seven days a week. Outside of the core operational hours, 08:00 to 20:00 hrs Monday to Friday the building will have on-site security staff.

The **Operations Manager** will take overall responsibility for the development, our residents and our staff. They will be the key point of contact for any external stakeholders, and for the wider local community. Their job is to ensure the effective and safe operation of the buildings.

The **Assistant Managers** and **Customer Service Assistants** for the respective accommodation elements will support the Operations Manager in all aspects of the role and act as the initial point of contact for most our residents, prospective residents and our resident's parents.

Maintenance Technicians will be based on site and will be responsible for carrying out all the required statutory compliance testing throughout the development, as well as providing a general repairs service to our residents. Specialist contractors will be used, as required, for any specialist works.

Housekeeping staff will be responsible for ensuring the communal areas of the development are kept clean and tidy.

A **Security Team**, provided by a third party and outside of the core hours, iQ will perform customer service and security role during evenings, overnight and weekends ensuring a 24/7 service is available. The team are trained to deliver continuity of service, ensuring the iQ vision and values are upheld.

iQ has a strong customer focused ethos, and training and empowering staff is key to deliver the right experience for residents.

We offer development for all roles and levels, to support the career aspirations of our teams, with leadership and management development programmes in place to support and develop them. We have developed a social learning platform, which allows staff to access learning opportunities and share their knowledge.

In addition to this we provide training and development in additional areas, such as wellbeing and comprehensive Health & Safety training.

10. Check In & Check Out

iQ have innovated to make check in even easier for new residents by a paperless check in online process. Residents will be asked to complete an online pre-arrival questionnaire prior to moving into the property.

This defines an arrival date and time (AM/PM/Out of Hours), enabling iQ to forward-plan and ensure an appropriate number of staff are available on site to assist with the arrivals and to ensure the process is staggered and carefully managed to ensure minimal disruption to the local community.

Prior to arrival correspondence will be made available to all residents advising them on access to the property (see Transportation). At the main access points, there will be members of the staff directing customers to ensure that local traffic flows are not interrupted. The correspondence will inform students that there is no provision for parking. Students will be

advised of any provisions available which can be used for a limited period of time for unloading of belongings at the allotted time.

Additional staff are employed for move-in periods to ensure everyone arriving is given a personal welcome, and we can answer any questions they might have about the property or surrounding area.

At the end of the tenancy period many customers rebook for the following year thus reducing check out traffic as these customers will typically keep the same room, or their belongings on site, and therefore not need to leave the property. The building operator's properties also attract a number of overseas students who find it beneficial to stay in one property for the full duration of their academic career, again reducing the number of customer checking out after just one year.

Additionally, at the end of the year, although tenancy periods will end formally on the same day, students will often leave once their examination results are known and these will be announced to varying timetables. Any major traffic or parking disruption during check out is minimal.

During marketing for prospective tenants in the next academic year, a computerised appointment system will be in operation for viewing properties so avoiding large numbers arriving or parking at the same time.

11. Transportation

The development proposals are for a car-free development with no on-site parking provision.

- All students will be advised prior to arrival that there is no on-site parking and advising them of the lack of parking in the immediate vicinity and to encourage that public transport options are utilised where possible. Students will also receive repeat information in the lead up to the tenancy termination date.
- The development proposal includes the provision of secure bicycle storage. In addition the building will be monitored by CCTV. The cycle racks will enable users to lock their cycles by means of a chain or other bicycle lock.

12. Maintenance

The Operational team will ensure:

- That the interior and exterior of the building is kept clean and tidy and that any graffiti or rubbish is removed as quickly as possible.
- That any damage or defect notified to the Operational Management team for the building will be repaired as soon as possible by reputable professionally qualified service providers and in line with ANUK National Code requirements.
- That all accommodation will be clean, safe and secure.
- That all fixtures and fittings will comply with relevant statutory obligation and that all fixtures and fittings requiring periodic inspection will be so inspected by properly qualified service providers.
- That all common facilities are kept clean and in a good state of repair and that all common fixtures comply with relevant statutory obligations and that those that require periodic inspection will be so inspected by properly qualified service providers.
- That the common areas and building structure are properly maintained by means of a rolling programme of Planned Preventative Maintenance and that common areas are redecorated as often as is necessary.
- That any maintenance work carried out as described above will be undertaken by reputable professionally qualified service providers in compliance with Health and Safety legislation, statutory requirements including building regulations approved documents, relevant industry best practise guidelines and with due regard to minimising any

temporary interruption of the amenities that either occupants or adjoining residents enjoy.
- That any deficient fixtures and fittings within occupants rooms are repaired or replaced as soon as possible following notification to the site team.

13. House Keeping & Servicing

The Operational team will ensure:

- That all internal and external common parts, fixtures and fittings are kept clean and free of rubbish and waste.
- That all fixtures, fittings and common area facilities are deep cleaned at least annually.
- That all occupants rooms, together with such of their contents as are provided by the Residence are deep cleaned between tenancies.
- That all emergency damage, spills or incidents are dealt with as soon as possible after notification to the site team.
- That clearly marked areas for the storage of rubbish are available and that their location is advised to all occupants.
- That all rubbish is stored safely and all waste storage areas are disinfected / treated as often as necessary to prevent rodent or pest infestation. Frequency of collections is to be managed by the operational management team.
- That commercial washing machines and driers are available at all times.

14. Compliance and Health & Safety

iQ Student Accommodation has a dedicated Operational Compliance Function, headed by the Compliance Director which includes a professionally qualified Health and Safety team who are regionally based.

Operational Health and Safety is managed through the Health and Safety team using a software Programme called Meridian that provides for document management and incident logging and reporting.

All operational sites receive a full audit each year against the Health and Safety Policies and procedures. This includes compliance with operational policies and health and safety management on site including compliance with Risk Assessments, statutory inspections and recording. The Health and Safety team also provide a full advice service and attend Regional Meetings

Each site carries a full set of Risk Assessments and mitigating control measures which have been internally produced. Fire and Water Risk Assessments are carried out externally every 2 years with an internal review every 12 months. The business consults with its staff on health and safety matters through a health and safety committee which comprises representatives from each of our Regions and which meets at least 3 times every year. iQ also have a cross functional Fire Strategy Working Group looking to improve fire safety though a programme of education, refurbishment and upgrade of sites.

The Compliance Function is responsible for overseeing compliance with the ANUK National Code of Standards for Larger Student Properties. All iQ properties are registered with this code and iQ 225 Bath Street will be included on opening. The Compliance Function works with iQ's Student Accommodation's Learning and Development function to ensure all site-based staff receive appropriate health and safety and compliance training.

15. Environmental Sustainability

iQ has developed a robust data collection and management systems for all utilities across the sites, including day+1 data for HH electricity and gas supplies, with AMR rolling out across all NHH electricity and water supplies.

It is a key part to iQ's "Think Green" approach and is vital for legislative reporting requirements such as CRC, ESOS and SECR, and user friendly reporting formats are invaluable for engagement and awareness raising.

Technical optimisation to include LED Installation, BMS optimisation, water efficiency such as shower restrictors are all considered during the design stage.

An Energy Handbook and Energy Action Plan has been developed to help site teams better understand the specific building energy use and the steps they should take to improve efficiency. Think Green articles are a regular feature on the intranet and other comms channels for the students. Resident engagement is equally as important to include campaigns that are repeated annually as part of the student life cycle. Christmas and Easter Switch Off campaigns, encourage the high proportion of residents going home over these holidays to switch off before they go.

Since January 2019, 100% of iQ's procured electricity is sourced from UK renewable sources. Sustainable procurement principals are being embedded into iQ's procurement policy, to ensure all contracts consider ways to minimise their environmental impact or positively improve environmental performance. Here are just a few ways in which iQ taps into the circular economy:

- End-of-Life take back contracts are in place for mattresses, paint, batteries and other waste electricals
- Kitchen recycling bins are made from recycled plastic
- Mattress protectors wrapped in paper not plastic
- Marketing materials are all printed on recycled paper
- Reusable face coverings for all site teams as part of COVID Secure procedures
- EcoLab environmentally sensitive cleaning products supplied in concentrated form, to reduce packaging waste and transport emissions.

16. Waste & Recycling Management

iQ is fully committed to operating in a responsible and sustainable manner and to promoting a thoughtful waste management and recycling strategy for its staff and students living and working at the accommodation.

The communal bin store will be provided within the ground floor of the building.

The number of bins, types of recycling available and the collection timetable will be determined by the chosen waste collection provider prior to the opening of the building. iQ will ensure that the frequency of collections will be sufficient to ensure a continued and efficient availability of waste disposal space.

All room type will be provided with a communal bin, for the disposal of general waste. It is the responsibility of the students who occupy the flats to dispose of the rubbish regularly to ensure all areas are free from waste, debris and any possible obstruction. This advice is given to the students on arrival and will be contained within their resident handbook. Residents will be responsible for taking their refuse from their flats to the bin store. Any communal waste (for example, left within the waste bins in the amenity spaces) will be removed by iQ housekeeping staff who will dispose any rubbish bags within the bin store.

All students will be informed of the set collection days.

Notices will be located within the bin store highlighting the appropriate use of the bins and that no refuse is to be left beside or outside the bin store area.

It will be the responsibility of the iQ Maintenance Technician and Housekeeping staff to carry out a daily check of the bins to ensure the bin store is free from litter and obstruction. It will be the responsibility of the Maintenance Technician to move or swap the bins around to ensure they do not become overfilled and there is a maintained stream of empty receptacles available for all students.

iQ staff will work to promote recycling initiatives and responsible waste disposal throughout the property. Due to the annual cyclical nature of tenancies, iQ will be organising and contribute to re-use schemes where items are usually thrown away we will actively encourage re-use and donations to charities, in partnership with the British Heart Foundation, to reduce the amount of waste for landfill every summer. Summer 19 check out saw 77 tonnes of unwanted items donated, delivering this waste from landfill whilst raising money for the Foundation.

iQ are committed to working closely with the wider local community and welcome the opportunity to explore further waste & recycling initiatives in the future.

17. Community

iQ owns and manages all its properties across the UK. Communities around our properties benefit from having a single professional and experienced operator managing the entire building, supporting its residents and community. Our teams are aware of their obligations to our residents and the wider community, and conduct themselves professionally at all times.

18. Complaints & Behaviour

All our front-line staff, with the exception of on-site security, are directly employed by iQ. The majority of customer service queries are dealt with in person on site, and our Operation Managers, who have the best site understanding, take responsibility for this. In the event that a resident is not satisfied with how an issue has been handled they are able to escalate it to the Area Manager, the Head of Operations, and thereafter to the Operations Director based at Head Office.

In the case of our student accommodation, and matters covered by the ANUK National Code of Standards for Larger Student Halls, a formal process of escalation to the Codes Complaints Administrator can be followed. If necessary, a tribunal hearing will be conducted although IQ will do all it can to avoid a resident feeling that they have no option but to seek resolution that way.

iQ works hard to make sure every resident is happy in their home and are able to work with them to reallocate rooms if they don't feel settled in their flat after they've moved in.

If disputes cannot be resolved amicably between flatmates the Operations team are equipped to mediate between parties to find a resolution.

Where occupancy allows, residents will be given the option to move within the accommodation to a new flat with a different set of flatmates.

Any perceived tenancy breaches are dealt with at the first available opportunity by iQ staff. The operational team will respond to and try to resolve any complaints regarding noise or anti-social behaviour.

Depending on the severity of the tenancy breach, iQ staff may choose to serve the resident with either a verbal or written warning, all with the explicit aim of preventing the escalation of any

anti-social behaviour and directing our residents to the appropriate support networks. In the case of our student residents, external parties such as the university welfare team or student support services may be involved.

Ultimately, in the case of very serious anti-social behaviour or other such incidents, as the landlord, iQ retains the right to apply to the courts for an eviction order.

19. Delivery & Servicing Strategy

All deliveries will be made to the main reception area of the building on Charles Street. A new loading bay is proposed on Charles Street to accommodate delivery vehicles in this area.

Letters and small packages will be delivered to the main reception desk, where 24-hour staff will take and place in parcel storage for residents to collect.

Residents will be notified through via the IQ app that their parcel has been delivered and is ready for collection at reception.

IQ will provide a takeaway counter/ drop off desk in the main reception area, where delivery drivers can drop and notify residents that their food is delivered to Weston Pendulum.